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ABSTRACT

The 1992 "Best Practices" award winners for exemplary accomplishments in the National School Lunch and School Breakfast Programs are recognized and described in this booklet. The information provided can be used as a tool to implement the dietary guidelines and achieve the Year 2000 nutrition objectives. The programs are listed under the following categories: accommodating students with special needs; using creativity in menu planning; using environmentally friendly cafeteria practices; implementing innovative safety practices; marketing and increasing participation; fostering nutrition education and awareness; and expanding school breakfast programs. Each outstanding school's program is described and a contact source is provided. (LMI)

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Food and Nutrition Service

National School Lunch Program
School Breakfast Program

United States Department of Agriculture

EA 024547

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Best Practices

October 14, 1992

Food and Nutrition Service

National School Lunch Program
School Breakfast Program

United States Department of Agriculture

DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20250

Dear School Food Service Professional:

The Department of Agriculture is proud to recognize the 1992 "Best Practices" award winners for exemplary accomplishments in the National School Lunch and School Breakfast Programs.

I am personally committed to making sure that all food service personnel in the United States have the tools and training they need to fully implement the Dietary Guidelines and achieve the Year 2000 Nutrition Objectives. This booklet is one of those tools. By recognizing and sharing information on outstanding practices in school food service, we hope to encourage similar program improvements in schools throughout the Nation.

For many years I served in the House of Representatives on the Energy and Commerce sub-committee dealing with health and nutrition, and I know that there is a strong relationship between good nutrition and good health. School Food Service Professionals are on the front line of the effort to provide students with the nutritious foods they need to grow into healthy, productive adults. With your hard work, we will succeed.

I thank you for your commitment and your support.

Sincerely,

Edward Madigan

Edward Madigan
Secretary

AN EQUAL OPPORTUNITY EMPLOYER

United States
Department of
Agriculture

Food and
Nutrition
Service

3101 Park Center Drive
Alexandria, VA 22302

To: Our Partners in School Food Service

I am very pleased to provide you with these descriptions of the "Best Practices" award winners for 1992.

The ideas and examples in this booklet will inspire additional achievements and creativity in the operation of the National School Lunch Program and School Breakfast Program. If you need more information on any of these "Best Practices", a contact person has been identified for each practice. Please take advantage of this opportunity to exchange ideas and information with your peers.

The response to "Best Practices" was overwhelming, and I want to thank all of you who participated. We received so many excellent nominations that it was difficult to make the final selections. I am inspired by your accomplishments, and proud to be a part of this very important effort on behalf of the children of our nation. We are truly "Feeding America's Future".

Betty Jo Nelsen
Administrator
Food and Nutrition Service

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Accommodating Students with Special Needs

Accommodating Students with Special Needs

National Winner!

R. Homer Andrews Elementary School

For exemplary practices to accommodate the physical and dietary needs of handicapped students and to help these students develop social skills for the future.

Southeast Region

At Andrews Elementary, 48 out of the total 505 student body are handicapped. Almost 100 percent of these exceptional children participate in the breakfast and lunch program. The Food Service Program and the Exceptional Children's Program have teamed up, not only to meet the physical and dietary needs of these students, but also to create an environment of social growth and development for them.

The food service staff modifies the meals to meet the dietary needs of these children, and develops on-the-job training that helps the exceptional students learn basic, competitive skills for future employment. Other organized activities help these children develop social skills. For example, the handicapped students are involved in the Youth Advisory Council.

Additionally, members of the Food Service Program have worked with the students in sports, coaching the handicapped basketball team. Through dedication and hard work, the team participated in the North Carolina Special Olympics 1992 State Basketball Tournament, bringing home the Gold Medal.

Program Size: Enrollment–505
Contact: Debra Dixon Doss,
Director of Business Operations
Burlington City Schools
2630 Buckingham Road
Burlington, NC 27217-3252
Phone: (919) 570-6060

Burger School For The Autistic

For the successful operation of a school food service program that provides autistic students an opportunity to function in a community-based environment, thereby enabling them to develop valuable life skills.

Midwest Region

Burger School for the Autistic serves 231 developmentally disabled, certified autistic children and adults. In 1989, Burger School for the Autistic started a program encouraging their students to work in the cafeteria with staff supervision. The program's goal is to maximize each student's potential and enable the autistic person to successfully function in a community–based environment.

Student workers are charged with certain responsibilities such as delivering lunches, unpacking stock, setting up the cafeteria and cleaning up after lunch. All of these tasks are considered important to the student workers who perform them.

Student workers are excited by the opportunity to be a part of the cafeteria team. This program began with only 61 student workers and now is proud to have 80 students working alongside the cafeteria staff.

This program acquaints the students with the cafeteria and encourages them to come to lunch and serve themselves with the aid of fellow student workers. The success of this program can be measured by the enthusiasm shared among the student workers.

Program Size: Enrollment–235
Contact: Ms. Diane Anderson, Teacher
Burger School For The Autistic
30922 Beechwood
Garden City, MI 48135
Phone: (313) 425-5660

Accommodating Students with Special Needs

Cotting School, Inc.

For exceptional efforts in adapting the operation of the school lunch program to meet the special needs of its students, enabling them to become more self–reliant.

Northeast Region

The Cotting School, which has served disabled children since 1893, employs a highly skilled Feeding Team encompassing the professional fields of medicine, physical therapy, occupational therapy, speech therapy, nutrition and food service. The staff works together to ensure appropriate feeding for students with cerebral palsy, muscular dystrophy, spina bifida, head and spinal cord injuries and seizure disorders.

The team is responsible for providing a safe environment and nutritious meals. Team therapists evaluate students' feeding performance and needs in consultation with the students' individual therapists and parents. Adaptive equipment is customized by the school's Industrial Arts instructor and therapists for individual students for both school and home use when appropriate.

There have been many success stories due to the dedication, hard work and expertise of the staff at the Cotting School. A nonverbal high school student with cerebral palsy who uses an electric wheelchair and has minimal use of his hands can now partially feed himself with the use of a clip attached to a customized hand splint. Another student with cerebral palsy also has the ability to feed himself now, using a special splint on his arm to help support his wrist and a special plate with a raised lip that makes scooping food much easier. His lunch tray was raised so that he would have less of a distance to lift his food.

Other examples of equipment that has assisted students to become more self–reliant include: Dycem, which keeps plates stable, Velcro attached to cups combined with long straws to allow for independent drinking and customized communication boards that enable students to request specific foods and to socialize.

Program Size: Enrollment–125
Contact: Carl W. Mores, Ed.D., Executive Director
Cotting School, Inc.
453 Concord Avenue
Lexington, MA 02173
Phone: (617) 862-7323

Accommodating Students with Special Needs

Barbara Grover

For excellence in accommodating students with special needs in the National School Lunch Program.

Mountain Plains Region

Barbara Grover, School Food Service Manager at Tooele Central Elementary, works closely with medical and health professionals to accommodate students with special needs in the National School Lunch Program.

Ms. Grover contacted a local nurse and a registered dietitian to help her develop an individualized feeding plan to meet the dietary needs of a student who is diabetic. She also visited Primary Children's Hospital to obtain a better understanding of how to accommodate the special dietary and health needs of this student. Because of her efforts, the diabetic student can now successfully participate in the National School Lunch Program.

Despite severe continuing health problems, the student's hospital visits decreased in number this year, due in part to the help provided by Tooele Central Elementary's cafeteria staff, recognizing and addressing her special needs.

Program Size: ADP–440
Contact: Barbara Grover, Manager
Tooele Central Elementary
55 North 1st West
Tooele, UT 84074
Phone: (801) 833-1974

Accommodating Students with Special Needs

Nancy Meyer

For commitment to understanding and meeting the special needs of students at Palm Lane North by learning sign language and preparing special meals.

Western Region

Nancy Meyer, cafeteria manager at Palm Lane School, will do whatever it takes to meet the special needs of her students. For years Nancy has been adapting her menu to the dietary needs of many students by cutting food into small bite–size pieces, chopping as finely as possible and mixing gravy with many items. Through this commitment she has made their participation in the lunch program possible.

However, last year Ms. Meyer realized she could do more. In conjunction with the school principal and the district food service coordinator, Nancy evaluated the school's menus and reconsidered those items that might not be palatable to all students. In order to meet more efficiently the special dietary needs of certain students, Palm Lane purchased a microwave oven and a food processing unit. With these tools Nancy can adapt any regular menu item to the consistency any individual student may require.

This was still not enough. Ms. Meyer realized that in order to meet the special needs of her students, she had to be able to understand them. Since many of the students at Palm Lane North cannot speak clearly, they communicate through sign language. In order to communicate with them, Ms. Meyer has been taking a basic sign language course. Through such dedication, she has been able to understand and meet the special needs of her students.

Program Size: Enrollment–950
Contact: Rebecca A. Payne, Food Services Coordinator
Cartwright School District
3401 N. 67th Avenue
Phoenix, AZ 85033
Phone: (602) 846-2800

Accommodating Students with Special Needs

Pointe Coupee Parish School System

For establishing protocols and procedures for the preparation and service of meals to children with special health care needs.

Southwest Region

The Pointe Coupee Parish School Food Service developed a system designed to specify and address roles of persons involved in the care and feeding of students with severe developmental disabilities who require blended meals. The system utilizes parents and specialists in meeting the needs of these children. Special education staff, working with parents, have access to dietary counseling through the Chronic Illness Program. Implemented at minimal cost to the School Food Service Program, special meals are prepared with equipment provided by the Special Education Program.

School system personnel report that the system has had a positive impact on service to children who require blended meals. For example:

- Communication between teachers and school food service staff has improved.
- Children eat in the cafeteria.
- Regulations of all programs are better met.
- Teachers are more knowledgeable of the school food service programs and provide feedback to the central office.

Both the special education staff and the food service staff have been pleased with the changes, and the children are progressing well.

Program Size: ADP–3,200
Contact: Charlotte Gandy, School Food Service Supervisor
Pointe Coupee Parish School System
P. O. Drawer 579
New Roads, LA 70760
Phone: (504) 638-8674

Joan Rice

For outstanding commitment to supplying the quality education and essential nutrition necessary to support pregnant teens and their babies.

Mid-Atlantic Region

Joan Rice is the parenting and living teacher at Delaware Adolescent Program, Inc. (DAPI). She has spent the last 16 years persuading her classes of pregnant teens and young mothers to treat their bodies with care. One of Ms. Rice's primary goals is to encourage her students to observe the government–advocated dietary guidelines of lowering sugar, salt and fat intake.

DAPI is a nonprofit agency, founded in 1969, that offers pregnant teenagers medical, social and educational services. The typical student is apt to be below grade level with a history of absenteeism. To interest these students, more than text learning is required. Visuals, homework assignments, food models, comparison cards (in the cafeteria) and field trips are utilized to stress the importance of nutrition to pregnant women and their babies.

Ms. Rice realizes that fresh new ideas are needed to keep the attention of teens during their stay at the school. Students are interested in their babies' welfare and they are generally very receptive to prenatal diet handouts and the upkeep of their individual "diet diaries." Ms. Rice emphasizes the consequences that a poor diet can have on newborns: i.e., low birth weight and premature delivery.

Nutrition is essential to Ms. Rice's approach to parenting. The effect of her teaching not only benefits the teens, but also gives the babies a healthy start in life. DAPI students' babies in 1988–89 had an average birthweight of 6 lb., 15 oz., far better than the average for other Delaware teen births.

Contact: Nancy Ford, State Specialist
Delaware Department of Public Instruction
The Townsend Building
PO Box 1402
Dover, DE 19903–1402
Phone: (302) 739-4601

Creativity in Menu Planning

Arcadia Unified School District

For outstanding efforts to involve the entire school community and increase cultural awareness and appreciation through the innovative International Food Program.

Western Region

To students in the Arcadia Unified School District, geography means more than latitude and longitude. It means the opportunity to experience a culture firsthand through its food.

Geography and cultural studies come alive one day each month when the district's food service department and Intercultural Committee prepare the cuisine of another nation for students to experience. This past year, through the International Food Program, students at Arcadia have sampled American, Indian, Korean, Japanese, Chinese, Irish, Lebanese, Mexican, and European cuisine.

The program relies heavily on the cultural heterogeneity of the school community. Parent volunteers from the featured country visit classrooms to educate students about their homeland and help prepare an authentic meal for the day. Volunteers often dress in their country's traditional clothing, provide decorations and activities, and help serve the international lunch.

To keep parents informed and involved, the backs of the menus discuss the culture and cuisine of the country featured that month. Teachers are also given cultural information on the featured country, and are encouraged to use the International Food Program to supplement lessons in geography and culture.

The International Food Program links food service to the classroom, and promotes cultural awareness and appreciation through a universal medium: food. The program enjoys high participation and has fostered a sense of ethnic pride among its participants.

Program Size: Enrollment–7,663
Contact: Debra Amos, Director of Food Services
Arcadia Unified School District
234 Campus Drive
Arcadia, CA 91007
Phone: (818) 446-0131

Brownsville Independent School District

For outstanding efforts in establishing an ongoing menu planning process that provides consideration of the nutritional needs and preferences of Hispanic students, an ethnic majority in the school district.

Southwest Region

The student enrollment in the Brownsville Independent School District is approximately 96 percent Hispanic. Focusing on studies of specific health concerns, as well as the cultural food preferences of the Hispanic students, the Brownsville ISD has systematized the menu planning process to ensure consideration of the Hispanic population, the Roman Catholic population and the multitude of diverse traditions and lifestyles of the students in Brownsville ISD.

Menu planning begins with the formation of a manager's menu committee that meets in August to begin making plans for the next school year's menus. Throughout the school year, the menu planning process continues; this process includes review by the Parent Advisory Committee, and by special committees that check the menus for texture/color/flavor combinations, frequency, cooking methods, and meal requirements. The menu planning committee plans for the nutritional needs of the students, recognizing that the Hispanic population has been identified as having a higher incidence of specific diet–related diseases. The menu planning process culminates in the spring with the processing of bids for the foods and other items and supplies that will be used in the fall.

Because of the menu planning procedures established, the award–winning Brownsville ISD has been able to meet the challenge of offering meals that appeal to the culturally diverse population it serves.

Program Size: ADP–28,600
Contact: Dora Rivas, Director
Brownsville Independent School District
1888 East Price Road
Brownsville, TX 78520
Phone: (512) 548-8450

Creativity in Menu Planning

Columbia Public Schools

For excellence in creative menu planning in the National School Lunch Program.

Mountain Plains Region

It's a challenge to plan menus for 24 schools—menus that are both nutritious and fun to eat.

Although the cost is nominal, creative planning takes extra time and thought. The end result, however, is worth the effort. Columbia's students eat school lunch because it "tastes good" and "feels good." Creative planning, good food and fun activities combine here for satisfied customers with smiling faces. During School Year 1991–92, participation increased by 9 percent.

Menus follow Federal menu pattern requirements and are consistent with Dietary Guidelines recommendations. Implementation of guideline criteria has spawned new ideas, including self–serve pasta and salad bars that decrease labor costs and food waste while promoting healthy choices. Sack lunches, offered daily in sacks that say, "I Can't Bear To Miss School Lunch," increased participation by 6 percent.

Brochures explain that menus are planned to be low in fat, sugar and salt, and high in fiber. A variety of foods provides needed nutrients. Columbia also stresses great taste and high quality.

To make lunch **fun**, special promotions highlight the American Heart Association Food Festival, Johnny Appleseed Day, Red Ribbon Day, Missouri Products Day, National School Lunch Day, Yankee Doodle Day, Amelia Bedelia Day, Clifford's Day, Happy Birthday to Curious George, Dinosaur Day, Pork Avenue Cafe "pig–out," Meal of Fortune Week, National Nutrition Month, and National Physical Education Week.

Columbia offers nutritious meals that entice students to eat school lunch because it feels good, it tastes good and it's **fun**.

Program Size: ADP–6,293
Contact: Sharon Gibson, Director of School Food Services
Columbia Public Schools
1818 West Worley Street
Columbia, MO 65203
Phone: (314) 886-2106

Creativity in Menu Planning

Hiram Ely

For creating innovative menus that are effectively used as a communication tool between food services and education.

Northeast Region

The Plymouth Elementary School, which serves kindergarten through grade eight, opened in the fall of 1991 with Mr. Hiram Ely as the School Lunch Director. Mr. Ely has developed an outstanding lunch program in which students look forward to lunch and the many items they have to choose from. The breakfast program begun by Mr. Ely has become a focal point for the students. Parents, grandparents and family friends often eat meals with their children. The variety of foods, friendly atmosphere and willingness of the school lunch director to participate in special school events has created a unique atmosphere.

The menus that have been created represent a commitment to carefully prepared and presented fresh foods. Each day, two main choices are offered, as is a salad bar. The salad bar varies in selection from greens to fresh vegetables, cottage cheese, sprouts and various seeds and nuts. A fresh vegetable and a homemade soup are also offered daily. Fresh whole and cut-up fruit is also available.

Plymouth's breakfast program plays an important role in each student's day. In addition to cold cereal, milk and juice, other items such as French toast, pancakes, waffles, and sausage and cheese croissants are offered on a regular basis. Their muffins are fresh baked and the bagels that are served are from Brooklyn, New York. Fresh fruit is available every day.

Mr. Ely uses his menu as an effective communication tool to establish ties between the food service department and the rest of the school. At Plymouth Elementary School it is believed that education should meet all the needs of the child. The children are well equipped to learn because the School Lunch Director understands and provides for their nutritional needs through creativity in menu planning.

Program Size: Enrollment–483
Contact: Hiram Ely, School Lunch Director
Plymouth Elementary School
5 Old Ward Bridge Road
Plymouth, NH 03264
Phone: (603) 536-1152

Palm Beach County School Food Service Department

For comprehensively revising menus and food preparation to successfully meet the U.S. Dietary Guidelines and increase participation.

Southeast Region

Since 1989, Joy Miltenberger and her Palm Beach County School Food Service staff have committed themselves to meeting the U.S. Dietary Guidelines in a creative, appealing manner.

• Four lunch entrees are offered daily, including a non–beef entree.

• There are no high–fat meat entrees such as hot dogs, breaded meats, or sausage meats. They use broiled, 100 percent turkey burgers, and 50 percent ground turkey for entrees such as chili, meat loaf and spaghetti sauce. Eggs, bacon and sausage have been deleted from the breakfast menus.

• A salad bar with a variety of high–fiber vegetables and reduced–calorie or yogurt dressings, as well as a pre–packaged "Salad To Go," are available daily. Students may also choose from a minimum of two canned fruits in light syrup, two fresh fruits, two 100 percent fruit juices, and pre–portioned salad cups.

• Oat and whole wheat buns are offered daily.

• In secondary schools, milkshakes are made with a two percent lowfat mix. Frozen yogurt and ice milk are also available. In addition to hot lunches, cold "Lite Lunch Boxes" are offered with a "Heart Healthy Happy Meal," consisting of a lean meat sandwich, carrot and celery sticks, fresh fruit, lowfat milk, and a fruit juice sweetened cookie.

• The most healthful food choices are starred on the daily central menu.

Program Size: ADP–85,048
Contact: Joy B. Miltenberger
The School Board of Palm Beach County
7061 Garden Road
Riviera Beach, FL 33404-4906
Phone: (407) 881-4650

Creativity in Menu Planning

Pittsburgh School District

For utilizing diverse resources to plan and provide healthful, appetizing meals to all students through the Menu Planning Committee.

Mid-Atlantic Region

The Pittsburgh School District uses a creative approach to menu planning for its 84 schools. A Menu Planning Committee with supervisors from production, schools and purchasing meets monthly to develop menus for the upcoming month. Along with expertise and feedback from their areas, the committee also considers information from student taste–test panels and the availability of USDA commodities. New menu items are highlighted on the monthly menu.

One popular method of menu planning is the student taste–test panel. New items are tasted by students selected by school principals. Students are briefed before an item is tasted so they understand their task. Each student completes a written evaluation concerning appearance, texture and taste. Students receive a certificate signed by their school supervisor and the Director of Food Services for their participation. Results are compiled for presentation and discussion at the next menu planning meeting. A typical taste test includes five lunch menu items and involves 54 schools. Results clearly reflect student preferences.

The committee also reviews the inventory of USDA commodities and expected offerings. The Pittsburgh School District considers it important to utilize USDA commodities to the fullest. Some of the creative uses of commodity items in recipes include trail mix, made with dates, raisins and nuts; ground turkey, used in place of beef or in a 50/50 mixture; almond butter, used in cakes and cookies; fresh fruits, used in the low-fat menu meals; frozen peaches, used in cobblers and to extend purchased peaches; ground pork, used to make breakfast sausage; and tuna and salmon, for use in low–fat salads.

The results of this approach to menu planning are menus that are popular with students, nutritious and cost effective to produce.

Program Size: ADP–25,000
Contact: Dolores Ford
Pittsburgh School District
Food Services Division
8 South 13th Street
Pittsburgh, PA 15203
Phone: (412) 488-3300

National Winner!

Creativity in Menu Planning

Rosemount Independent School District

For contributions toward meeting the nutritional needs of children through creative menu planning in the National School Lunch Program.

Midwest Region

Rosemount Independent School District has been very successful in creative menu planning, incorporating a variety of nutritious foods in their menus. The menu is enhanced by offering an assortment of fruits, vegetables and breads with an emphasis on fresh produce.

Menus are targeted to students according to grade level. Cycle menus for the elementary schools feature foods popular among younger children. At the secondary schools, food items are packaged to resemble restaurant style foods appealing to teenage students. Daily menus are also enhanced by planning at least one promotional day per week such as *Lucky Tray Day*. At the secondary level, students have several lunch options available daily. For example, the *International Buffet Line* offers student favorites such as an Italian pasta dinner, and the *Combo Line* allows students to mix and match their choices to create a complete lunch.

Providing nutritious lunches is also an important part of the menu planning process in Rosemount Independent School District. Daily menus are computer analyzed for 19 nutrients, with special attention given to fats, carbohydrates, iron, calcium, sodium, vitamin A and calories provided.

Another computerized system utilized by the Rosemount Independent School District creates a history file of students' daily meal preferences. This system assists the cafeteria staff with future purchasing and planning of menus.

Planning and evaluating students' needs and preferences are important aspects of the menu planning done by the cafeteria staff at Rosemount Independent School District.

Program Size: Enrollment–21,911
Contact: Ms. Mary Begalle,
Coordinator of Food Service
Rosemount Independent School District #196
14445 Diamond Path
Rosemount, MN 55068
Phone: (612) 683-6956

Environmentally Friendly Cafeteria Practices

Environmentally Friendly Cafeteria Practices

Cleveland County School Food Service

For outstanding leadership in the development and implementation of a successful waste management, recycling and environmental education program in the Cleveland County School System.

Southeast Region

Cleveland County Schools' concern with the environment began with a need to improve energy management. In the early 80s their energy consumption was high and their awareness of a need to conserve energy was low. Cleveland County School Food Service did a study of existing food service equipment and worked with the county school system to reduce energy use. This was accomplished by: converting from reusable trays and silverware to disposables; removing all fryers, deck ovens and ranges; and building new schools without dish machines. By 1989, the system's energy bills were significantly lower than in 1984.

In the 90s, public concern turned to broader environmental issues. While disposables were good for energy management, public health and water quality, they were not good for the landfill problem. Cleveland County School Food Service volunteered to organize the school system's recycling program. Led by the school food service, the system began recycling metal cans, cardboard, bond paper and, after much effort, polystyrene serving trays. A recycling driver on staff makes daily pickups of recyclables. As of May 1992, the system has recycled 100,037 lbs. of cardboard, 264,600 lbs. of bond paper and 165,600 lbs. of metal cans, as well as all polystyrene.

Cleveland County Schools also promotes environmental awareness and education through the use of their recycling mascot, *Recycling Roo*, a kangaroo character used in all 11 schools to draw attention to the need to recycle. They have also developed a list of environmental resources to be used by the teaching staff, and have published a newsletter. Cleveland County School Food Service is a resource for other school-based recycling programs.

Program Size: Enrollment–8,128
Contact: Sandy Smith, Food Service Director
Cleveland County School Food Service
130 South Post Road
Shelby, NC 28150
Phone: (704) 480–8888

Environmentally Friendly Cafeteria Practices

East Baton Rouge Parish School System

For outstanding, nationally recognized pioneering in solid waste management and recycling in school food service programs.

Southwest Region

Environmental consciousness began for the staff of the East Baton Rouge Parish School Food Service Department when they cooperated in a manager's thesis study to document the amount of waste generated by school food service. In the fall of 1989, following this study, the district changed from the traditional cardboard gable–top milk carton to compact polyethylene pouches. This "source reduction" resulted in a savings to the school food service program of $40,000 the first year. In the course of three more years, over $120,000 has been saved in waste hauling costs, due to reduced volume of garbage.

Recycling was the next step in the environmental program. School custodians and cafeteria personnel collapse all cardboard packing and wash tin cans for recycling. Since October 1, 1991, over 30 tons of recyclable cans and corrugated cardboard per month have been diverted from area landfills, resulting in a savings of over $4,500 per month to the East Baton Rouge Parish School Food Service.

East Baton Rouge Parish's solid waste management and recycling have been recognized in Louisiana by the Department of Culture, Recreation & Tourism's Office of Litter Control and Recycling, and the district's efforts have been written up in the *Baton Rouge Morning Advocate* and the *Louisiana Update*. Nationally, their efforts have been described in *Food Service Director* and *Environmental Report*. Barbara Colthorp, of Louisiana's Department of Culture, Recreation & Tourism said, "Their work is the most outstanding example of which I am aware that totally addresses all the problems of the modern day, environmentally conscious establishment in assisting the community in achieving its landfill reduction goals."

Program Size: ADP–42,000
Contact: Mary Eleanor Cole, Child Nutrition Program Director
6003 Choctaw Drive
Baton Rouge, LA 70805
Phone: (504) 358-3604

National Winner!

Environmentally Friendly Cafeteria Practices

Diana Lawlor

For outstanding achievement in integrating environmental awareness, activism, and appreciation into the fabric of the school lunch program.

Northeast Region

Westhampton Beach Elementary School successfully integrated environmental education into ongoing school curriculum and activities, emphasizing the importance of earth awareness in many facets of daily life.

A focal point of these environmental initiatives was the school cafeteria, where a *Garbage–Free Lunch* was introduced. A student's name was added to an Environmental Honor Roll for bringing a lunch that resulted in no waste. Students also learned to wash and reuse plastic bags and containers, to replace paper napkins with cloth and to use a thermos to create less waste than a disposable carton.

The cafeteria played a major role in the school's extensive recycling efforts. Bins in the cafeteria recycled plastic waste and the purchase of melamine compartment trays and soup cups eliminated the waste generated from disposable trays and significantly reduced the amount of garbage headed for the local landfill. Even the dishwasher was resurrected using environmentally friendly bio–clean dish soap.

The *Great Garbage Weigh–In* brought renewed interest in eating habits. Posters, other visuals and student announcements over the public address system reminded students and staff to make smart food choices. A grade–by–grade weigh–in showed that the school as a whole reduced garbage output from 106 pounds per month to 75 in only one month's time.

The environmental club, with the principal's support, convinced the Superintendent to switch to refillable milk bottles, saving 36,000 paper milk cartons in a year. Younger students found them easier to use and drank more milk.

Program Size: Enrollment–350
Contact: Diana Lawlor, Principal
Westhampton Beach Elementary School
Mill Road
Westhampton Beach, NY 11978
Phone: (516) 288–3800, Ext. 249

Environmentally Friendly Cafeteria Practices

Riverdale Joint Union Elementary School District

For innovative and successful efforts
to promote environmental awareness
and recycling in school food service.

Western Region

The lunch and breakfast programs at Riverdale not only feed the district's 600 students, they feed over one million earthworms as well. This unique recycling program educates students, saves money for the district and saves resources for the future.

When the students finish their school meal, they throw paper waste into one trash can, plastic utensils into another, scrape food waste into a third, and stack the polystyrene trays. The paper, utensils, and trays are hauled off to be recycled. The food waste is hauled behind the maintenance shed where earthworms eagerly await their meal.

The program began in August of 1991 when 1,000 earthworms were placed in mulch and fed cafeteria food waste. The wood box housing the worms has since been enlarged to accommodate one million worms that consume one fifth of the school's food waste. Earthworms are efficient and economical disposal systems, consuming more than their body weight in food each day. Within a year, the district hopes to have enough worms to consume 100 percent of its garbage.

A classroom version of the worm farm complements the program and provides an opportunity for lessons on recycling and ecology. The worm farm is just one component of an overall emphasis on environmental awareness: the district recycles all cardboard products; recycling bins have been placed in classrooms for paper; and all cleaning products used by the custodial staff are non-toxic and biodegradable.

Since implementing its recycling program, the district has reduced its disposal pickup costs by 75 percent. This innovative and economical program has received local media attention and has piqued the interest of other districts interested in saving money while saving the planet.

Program Size: Enrollment–603
Contacts: James Brooks, Superintendent and Liz Motta, Principal
Riverdale Joint Union Elementary School District
3700 Stathem Street, P.O. Box 338
Riverdale, CA 93656
Phone: (209) 867-3589

Environmentally Friendly Cafeteria Practices

Judy Rosenfield

For providing consistent leadership and motivation in support of improving the environment within the district.

Mid-Atlantic Region

Under Judy Rosenfield's leadership, Jefferson Township was the first school district in New Jersey to recycle polystyrene, including trays. Consequently, the volume of garbage produced at all schools in the district decreased dramatically. Two of the schools decreased their garbage from 35 to 16 bags of garbage a day. Over 1,100 trays per day are recycled. The polystyrene is gathered at the township recycling center and sent to a collection facility in Southern New Jersey for reprocessing.

On May 18, 1992, the Jefferson Township School District became the first district in the State of New Jersey to utilize reusable milk bottles in all schools.

Prior to implementing this program districtwide, one school was selected as the site of a two–week pilot study.

The students are now given new 8–ounce bottles instead of cardboard. The new bottles are designed to be reused up to 100 times. Students place the new milk containers in designated areas so they can be recycled and returned to the school.

Ms. Rosenfield has been instrumental in promoting an effective environmental program throughout Jefferson Township School District and in her community. She has worked closely with teachers, students and parents to accomplish this goal. These efforts have produced a renewed interest within the SFA in renewing the environment within the township. Ms. Rosenfield has also served as a liaison in assisting other school districts as they institute recycling programs.

Program Size: ADP–1,600
Contact: Judy Rosenfield, Food Service Director
Jefferson Township School District
28 Bowling Green Parkway R D 3
Lake Hopatcong, NJ 07849
Phone: (201) 697-3046

Environmentally Friendly Cafeteria Practices

St. Patrick's Junior & Senior High School

For excellence in promoting environmentally friendly cafeteria practices in the National School Lunch Program.

Mountain Plains Region

St. Patrick's Junior and Senior High School began a modest recycling program in conjunction with a student council recycling initiative. To do its part, the St. Patrick's school food service staff began by saving metal containers from the food service operation. Instead of tossing the containers into the trash, they now save and wash them at the end of each day to clean them and remove product labels. They also remove the bottoms of cans and smash the containers to conserve storage space. St. Patrick's saves as many as 10 institutional size cans daily for recycling, and the staff feels the small amount of time involved produces a worthwhile contribution.

To further enhance its recycling program, the school food service staff purchased washable and reusable salad bowls to replace disposable plastic bowls.

The recycling effort at St. Patrick's Junior and Senior High School has been evolving for several years. These simple measures instituted by the food service staff promote an environmentally friendly cafeteria at St. Patrick's and help protect our environment by reducing the level of trash that would ultimately end up in landfills.

Program Size: ADP–110
Contact: Joan Lyons, Kitchen Manager
North Platte Catholic Schools
P.O. Box 970
North Platte, NE 69101
Phone: (308) 532-1874

Environmentally Friendly Cafeteria Practices

Springfield City Schools

For the successful implementation of school food service practices that significantly reduced waste and improved efficiency in the school district.

Midwest Region

Mr. Gary Sattler of Springfield City Schools has been very active in planning a solution to the solid waste problem in his school district. Mr. Sattler devised a solution to the waste problem created by disposable trays.

After considering the options, Mr. Sattler decided to use reusable trays for the meal service. Conventional trays were considered too large and inefficient. Responding to this problem, Mr. Sattler came up with an idea for a new 9" x 15" fiberglass tray that doubles the capacity of most dishwashing machines. This tray also reduces cleaning supplies, labor and water use by 50 percent. With the help of a major manufacturer of school food service supplies, Mr. Sattler's idea became a reality.

Mr. Sattler is also involved in educating students on the importance of recycling. Seven schools in the district have adopted the use of the equipment developed by Mr. Sattler, reducing their waste by at least 40 percent.

This program was recognized as a 1991–92 finalist for a Foodservice Achievement and Management Excellence Award (FAME), a foodservice industry award program. Mr. Sattler continues to play a critical role in the recycling efforts at Springfield City Schools and in his community.

Program Size: Enrollment–11,385
Contact: Mr. Gary Sattler
Springfield City Schools
651 East Home Road
Springfield, OH 45503
Phone: (513) 328-6933

Innovative Cafeteria Practices

Brownsville Independent School District

For implementing the strategic planning process in developing a five year plan for school food service growth and improvement.

Southwest Region

Utilizing the Texas School Food Service *Standards of Excellence*, the Brownsville Independent School District's School Food Service Department has established a system for long–range planning. They implemented a strategic planning process that uses focus groups, key members of the food service staff and selected school district administrators.

A long–range planning seminar was held in June of 1991, and the result was a five year plan for the growth and improvement of the District Food Service Department. Issues were identified and annual goals and strategies were developed. In addition, a planning calendar was developed to schedule annual reviews of the department's progress and update the goals and strategies.

Since all food service employees participate in establishing program goals, they develop ownership of the goals and are more receptive to change. Each individual employee's efforts have become part of a unified effort to reach common goals. Input from other departments enables the food service department to work as a unit within the larger framework of other District operations. Annual reporting has increased the overall accountability of each team member, allowing for adjustments to the following year's goals. This results in flexibility while maintaining and supporting progress toward the established goals.

Program Size: ADP–28,600
Contact: Dora Rivas, Director
Brownsville Independent School District
1888 East Price Road
Brownsville, TX 78520
Phone: (512) 548–8450

Innovative Cafeteria Practices

Conestoga Valley School District

For providing students with a contemporary, innovative dining facility by combining improved equipment with a philosophy of responsive service.

Mid-Atlantic Region

In the late 1980s, Conestoga Valley Senior High School experienced a decline in student participation and an increase in student dissatisfaction with its school lunch program. The problem centered on the kitchen that was built in 1958.

The kitchen contained inadequate and obsolete equipment and had a single, symmetrical serving line that was ineffective. An undersized dining hall and an antiquated school lunch philosophy added to the list of deficiencies.

The solution was a major renovation, including a new kitchen, serving area and dining room. This new facility is designed to work in harmony with a new school lunch philosophy based on student needs and desires.

The result is a successful, self-supporting high school lunch program that boasts an average daily participation of 94 percent, due to a strong commitment to quality, quantity, consistency and customer service.

The *Buckskin Cafe* has revolutionized lunch at Conestoga Valley High School. The design concept of the "scramble system" is on the cutting edge of school food service in the 90s. Students may now choose between the hot platter line, a health bar or the hot/cold sandwich combos.

The scramble system allows three 30-minute lunch shifts of 330 students, self-served in 7 minutes or less. Thus, students enjoy their lunch with more than 20 minutes of relaxed social time in the Cafe.

In the past year and a half, over 500 visitors from various food service and business fields have toured the Cafe. Similar concepts are now being initiated locally and statewide.

Program Size: Enrollment–1,700
Contact: Valerie Schindewolf,
Food Service Director
Conestoga Valley School District
160 Newport Road
Leola, PA 17540
Phone: (717) 656-2601

National Winner!

Innovative Cafeteria Practices

Converse County School District #1

For excellence in promoting innovative cafeteria practices in the National School Lunch Program.

Mountain Plains Region

Converse County School District #1 has instituted a variety of innovative cafeteria practices that make eating lunch a new experience every day.

• High school snack bar service encourages students to choose a nutritionally sound lunch. More than 100 students each day select the *Bearcat Supersaver* (a complete reimbursable meal).

• Middle and high school self-service bars are a popular way to facilitate offer versus serve and provide such items as tacos, potatoes, pasta, nachos, gyros, soup and sandwiches, and make-your-own-sundaes. Choices begin in elementary schools with monthly *Super Basket Day*, offering choice of entree in a "drive-in" container.

• Frequent special theme days encourage participation. During Grandparents Week, classes with the highest grandparent attendance received a pizza snack break; in cooperation with the senior citizens center, students without local grandparents could adopt a senior citizen for a day. Other innovative themes included Wyoming Product Day, Beef Around The World Week, Birthday Recognition Days, and National School Lunch Week (with parent participation). "Guest servers" sometimes include parents, principals, the superintendent, board members, state legislators, and city leaders.

• A special senior luncheon prior to graduation includes tablecloths, soft lighting and a menu selected by seniors. Food service employees also provide a scholarship for a high school senior. Other activities include picnics, kitchen tours and kindergarten teas.

• Student input is encouraged through the high school Youth Advisory Council (YAC), which acts as a taste panel, writes menus and teaches nutrition to elementary students.

Program Size: ADP–1,303
Contact: Judy Rossmeisl, Director of Food Services
Converse County School District #1
615 Hamilton
Douglas, WY 82633
Phone: (307) 358-4158

Innovative Cafeteria Practices

Newport-Mesa Unified School District

For creative use of limited resources to revitalize Newport–Mesa's lunch program and increase student satisfaction and participation.

Western Region

Facing a budget deficit and the possibility of a management company takeover, Newport–Mesa's food services department revitalized its lunch program to appeal to the discriminating tastes of today's secondary students.

In the summer of 1990, Newport–Mesa worked to overcome the institutional stigma of school lunch by transforming its secondary school cafeterias into festive meeting and eating places for teenagers. These *Grand Food Pavilions* enticed students with music, bright colors, professional signs, posters and hanging plants. Once inside, the food court tempted students with a choice of entrees each day: burgers, pizza, baked potatoes, build–your–own sandwiches, salads, and more.

Students responded to the improvements immediately. Within the first month of operation, cash sales increased 21.2 percent and continued to rise throughout the year. Soon thereafter, the indoor areas became too crowded to accommodate the swelling number of participants. To meet the demand, the district began offering meals from outdoor umbrella carts.

These gains in participation were the direct result of hard work and frugal purchasing on the part of Newport–Mesa's Food Service Department. The district spent only $2,000 to refurbish six secondary school cafeterias. The food services staff, from the director to the clerks, spent their summers painting and decorating while employee volunteers made silk plants and neon light sculptures. Radios, posters, frames, and materials for silk plants were all donated by local vendors.

The savvy of Newport–Mesa's Food Service Department has revitalized the lunch program at a bargain price.

Program Size: Enrollment–16,000
Contact: Jan Monforte, Director of Food Services
Newport-Mesa School District
2985 Bear Street
Costa Mesa, CA 92626
Phone: (714) 556-3273

Innovative Cafeteria Practices

Richland High School

For creating a high school cafeteria that solved problems with scheduling and crowding and that the students are proud to call their own.

Southeast Region

Richland High School is part of a single facility serving grades K-12. Substantial increases in enrollment were forcing the school food service staff to begin serving lunch unreasonably early. With the support of the high school principal, Margaret Liles and her staff achieved an innovative solution to this problem. Adjacent to the kitchen was storage and shop space that was unattractive—three rooms of varying sizes with no windows, concrete block walls and a concrete floor. This space was converted into a cafeteria for 9–12 students, and the students helped to make it into their special place. A teacher helped students decorate the newly–painted walls with a "newsreel" of artistic work depicting people, movies and cars of the 1950s. The largest room was made into the main dining area, with orange restaurant booths containing butcher–block table tops. Along one wall is a juke box, game machines and a closed–circuit television used for showing school sports and other events during the lunch period. The smallest room houses two traditional lunch tables seating eight people each for students wishing to eat in a larger group than four. The middle–sized room is the serving room, with portable equipment for self–service. The menu was expanded, and fewer restrictions were placed on serving sizes.

Opening a separate high school cafeteria has benefited both the high school students and the younger students. Now no student eats before 10:40 a.m. The two dining areas are less crowded and are kept much cleaner than when all shared one space. The cafeteria staff also have more time for food preparation and recordkeeping. Most importantly, the high school students are now enthusiastic about the school food program.

Program Size: Enrolled–1,267
Contact: Margaret Liles, System Supervisor
Richland High School
Route 1, Box 215
Lynnville, TN 38472
Phone: (615) 363-4558

Innovative Cafeteria Practices

Beverly Sitek

For creating an innovative approach to increasing participation in the School Breakfast Program.

Northeast Region

Beverly Sitek, the cook/manager at the G.H. Robertson School, decided to use Disney World's 20th anniversary as the theme for the school's yearly celebration of National School Breakfast Week. Ms. Sitek began by inviting all the students and their parents to "Disney Breakfast." Of the 332 children enrolled at the school, 272 students, along with 165 parents and 56 siblings, enjoyed the specially made breakfast. In fact, the response was so overwhelming that the breakfast had to be divided over two days to allow for seating and parking!

Mickey Mouse waffles (made with a special iron), cinnamon rolls (in Mickey's image) and toast (with Mickey's portrait pressed into each slice) were served, along with juice, milk and scrambled eggs.

The entire community was involved with the breakfast. The children, from kindergarten to fourth grade, hobnobbed with their favorite Disney characters as they dined. Volunteers from a local dance studio provided the costumes and their time. Coventry High School home economics students helped to serve, and members of the PTA assisted wherever they were needed.

The food service staff has found that the image of the breakfast program has improved because of this innovative cafeteria practice. Parents have shown more interest in the food served to their elementary school children, and other schools in the district are becoming aware of what can be done to improve the image of food service operations.

The breakfast was such a success that plans are already underway for next year's celebration of National School Breakfast Week.

Program Size: Enrollment–332
Contact: Jean Richards, Director of Food Services
G.H. Robertson School
Cross Street
Coventry, CT 06238
Phone: (203) 742-8484

Innovative Cafeteria Practices

Tobey Elementary School

For the successful operation of the National School Lunch Program through innovative cafeteria practices that contribute to the nutritional needs of children.

Midwest Region

The food service staff at Tobey Elementary School combines various innovative activities to enhance the school lunch program.

Although the kitchen facilities are small, the food service staff has used innovative techniques to overcome this inconvenience. The kitchen, originally designed to prepare and serve only 100 meals, currently supports an average daily participation of 210 students. Cafeteria staff work hard to sponsor special events and add special touches to compensate for their less than adequate food preparation facilities.

Many events are planned throughout the school year to increase participation. The food service staff announces all activities in advance and decorates the school building to remind students of the upcoming events.

Kitchen staff hosted one event called the *Bagel Bash*, which integrated bagels into the classroom curriculum. Classes learned how bagels were made and produced a video called the *Bagel Bash*. Contests for the "best bagel" lunch menu were held. Student council members helped serve the prize-winning bagel lunch. Participation rose dramatically on this day because of this special event.

In order to promote food safety awareness and increase student interest in the lunch program, food service staff offered kitchen tours to all students. Students learned about kitchen equipment and the procedures to prepare the meals. The tours helped to increase student interest and participation in the lunch program.

Using these innovative techniques, the food service staff at Tobey Elementary School has been successful at enhancing and promoting the lunch program in their school.

Program Size: Enrollment–327
Contact: Ms. Maureen Ferrara,
Food Service Director
Tobey Elementary School
8551 E. Long Lake Drive
Scotts, MI 49088
Phone: (616) 649-0550

Marketing/ Increasing Participation

Marketing/Increasing Participation

Billerica Public Schools

For the creative use of visually appealing menus and marketing promotions to stimulate interest and participation in the National School Lunch Program.

Northeast Region

Sea Monster Soup! Astro dog in a roll with Elroy elbows! Cobwebs with Meat Sauce! The Billerica Public School lunch menus are both appealing and fun, written to spark the curiosity and interest of elementary school students. Each receives a menu at the beginning of each month. The front lists the daily menus and the back contains educational and fun puzzles and games. The menu also includes a list of suggested activities for the month. Entrees are renamed for *Theme Days*. October was a single theme and the students enjoyed decoding the entrees to find out what was for lunch. Perhaps a monster burger, gremlin gems with ketchup and vampire sticks with dipper!

First graders are introduced to the lunch program with a free lunch on the first Friday of school. A favorite meal is served and the students meet the cafeteria staff who make a special effort to welcome each one. Grandparents are invited throughout the year to all elementary schools, and first and second grade parents are invited over a week to join their children for lunch.

At least two promotions each month encourage participation, such as special ethnic days (students experience unfamiliar foods), taste-testing day (free samples of a food are provided) or days featuring imaginative desserts. Students may also receive a special bonus with lunch, such as a sticker, ruler, neon pencil, eraser or bookmark. These are often used with a larger promotion. Gulf war veterans were honored with *Desert Share Day*. Students ate military rations and those with a yellow ribbon received free ice cream. Baseball cards were provided on opening day of the baseball season. The newest promotion, *Field Trip Lunch Bunch*, gives students a lunch to go and a surprise.

During 1992, elementary participation reached 65.5 percent. School lunch is always an event in Billerica.

Program Size: Enrollment–5,265
Contact: Jane H. Ford, Food Service Director
Billerica Public Schools
365 Boston Road
Billerica, MA 01821
(508) 667-8300

Marketing/Increasing Participation

Campus Catering
Corona–Norco Unified School District

For remarkable success in promoting participation in the National School Lunch Program through aggressive and innovative marketing.

Western Region

In September of 1988, the Corona–Norco Unified School District implemented a marketing program targeting students, faculty, administration, parents and the community. Four years later the food service program has experienced 100 percent growth and has not yet reached its peak.

In order to elude the institutional aura of school food service, Corona–Norco's Food Services Department renamed itself *Campus Catering*. An accompanying logo appears on stationery, business cards, aprons, menus, packing materials, and even delivery trucks. *Campus Catering* is more than just a new image—it is a new attitude toward customer service.

In the district's elementary schools, weekly promotions and special events, such as barbecues, encourage students to eat at school. The district minimzes costs by soliciting prizes for these promotions from select industry representatives.

These innovations have increased participation 10 to 15 percent.

Corona–Norco's secondary schools use a fast food model to keep students on campus. Students choose meals from self–service bars offering Mexican food, deli sandwiches, salads, baked potatoes, and pastas. Coupons, specials and frequent–eater programs all piggyback on the advertising of local fast food restaurants. *Campus Catering* feeds an unprecedented 85 to 90 percent of all secondary school students.

As a result of such remarkable success, *Campus Catering* has become a model for other districts aspiring to increase participation in their meal service programs. Representatives from schools across the state and nation have contacted the district to learn more about its innovative program.

Program Size: Enrollment–24,577
Contact: Meg Fleig, Coordinator, Child Nutrition Services
Corona–Norco Unified School District
300 Buena Vista Avenue
Corona, CA 91720
Phone: (714) 736-3256

Marketing/Increasing Participation

Guilford County School System Child Nutrition Department

For outstanding marketing strategies to promote nutrition within the student body and increase participation in the school lunch program.

Southeast Region

For the past three years, the Guilford County School System Child Nutrition Department has focused its efforts on marketing the Child Nutrition Program to achieve 100 percent participation in the school lunch program. Approximately 40 schools make up the system, with an enrollment of 25,500 students. A new middle school is scheduled to open in August of 1992. Although 100 percent participation has not yet been achieved, participation in the school lunch program has increased throughout the system by as much as three percent.

The theme for the marketing program for the 1991–92 school year was *Winning Meals*. The program emphasized the importance of good nutrition for learning and physical fitness. It started with an orientation program before school opening to welcome all of the Child Nutrition Department employees back to work. Throughout the year, the department sponsored other activities such as nutrition education workshop sessions, theme days and contests to promote the school lunch program. The daily menu was revised to include a wider selection of foods with higher fiber content, and less fat, sugar and sodium. Additionally, the department has sponsored a *180–Day World Cruise*, through which students learn not only about the different foods prepared in other countries, but also about other cultural aspects, thus enhancing the overall student education.

The outstanding feature of these promotional activities is the involvement and participation of community members outside the school system, such as the local media and business leaders involved in this "Partnership in Education."

Program Size: Enrollment–25,500
Contact: Jean Reece, Director
Child Nutrition Department
Guilford County School System
120 Franklin Boulevard
Greensboro, NC 27401
Phone: (919) 271-0720

Marketing/Increasing Participation

Hampton City School Food Service

For initiating marketing strategies that encompass all aspects of food service in order to inform and educate parents and students about the benefits of good nutrition.

Mid-Atlantic Region

The latest in marketing strategies for the NSLP and SBP in Hampton involves the community. To inform parents and students about the various food services available to them, Hampton City Food Service Director Beverly Lowe developed a new marketing approach. Mrs. Lowe began by identifying those who would benefit most from available community food programs including school breakfast, school lunch and nutritious snacks.

Managers met with central office supervisory staff to create a working plan and to brainstorm strategies for success. A marketing plan was developed incorporating all aspects of community outreach, ranging from parent/teacher meetings to public service advertising.

A key aspect of the overall marketing plan was the establishment of a *Market to the Community* theme, in which outreach activities were used to spread the word about available programs. The following are some of the activities that were implemented:

- Expand senior citizen feeding programs, both congregate and meals–on–wheels, to provide service a full 12 months instead of only when school is in session.

- Participate in community fairs and school related functions.

- Assist in the dedication of public buildings. Provide refreshments for all public buildings in the city.

Mrs. Lowe believes that the good news about the School Nutrition Programs, and the importance of nutrition in the health of the children within the community can and should be spread throughout the area so that all may be aware of the availability of neighborhood feeding programs.

Program Size: ADP–11,322
Contact: Beverly M. Lowe, Director Hampton City School Food Services
1819 Nickerson Boulevard
Hampton, VA 23663
Phone: (804) 850-5250

Marketing/Increasing Participation

Lincoln Public Schools

For excellence in marketing and increasing participation in the National School Lunch Program and School Breakfast Program.

Mountain Plains Region

During 1992, Lincoln Public Schools actively marketed school food programs to increase participation. Lunch participation increased by 8 percent, breakfast by 14 percent (partially attributed to breakfast expansion).

Realizing that students are its primary customers, the district began the year with an in–service "customer service" workshop for food service staff and a follow–up workshop on setting customer–oriented goals.

Lincoln established Youth Advisory Councils that meet monthly to sample new foods, provide menu feedback based on student acceptability surveys and help plan promotions.

Media coverage has been excellent. The *Lincoln Star* and the *Journal* have run articles on breakfast and lunch "happenings." Radio and television coverage also helped promotion.

Other activities included:

• Special promotions such as Jungle Day, Nebraska Agricultural Day, Pizza Lover's Week, Dinosaur Day, National Nutrition Month, National Breakfast Week, National School Lunch Week and Have a Heart Day.

• Classroom visits by food service staff to teach good nutrition habits and promote breakfast and lunch benefits, and distribution of program materials and food samples at health fairs and school open houses.

• Monthly student–planned menus in elementary schools and salad bars in two junior high schools.

• Half–price dessert with purchase of a school lunch at the secondary level.

• Changing the menu format to make it fun and easy for students to read, and distributing menus to newspapers, radio, cable television, etc.

Program Size: ADP–13,125
Contact: Edith Zumwalt, Director of Food Service
Lincoln Public Schools
5901 "O" Street
Lincoln, NE 68510
Phone: (402) 436-1742

Marketing/Increasing Participation

Oklahoma City Public Schools

National Winner!

For outstanding sustained growth in school breakfast and lunch participation, with one school reaching its goal of 100 percent of children in attendance eating the school breakfast.

Southwest Region

In 1988, Oklahoma City Public Schools served around 5,500 breakfasts daily. Today, although enrollment has decreased, 11,500 students, grades K–12, enjoy school breakfast. These increases are due in part to the efforts of *Oliver Eatwell*, who was created by Oklahoma City Child Nutrition Services in 1990. *Oliver Eatwell* is a 6–foot blue bird who makes breakfast more fun and exciting for Oklahoma City's school children.

Although *Oliver Eatwell's* schedule is very busy, he makes time to visit each of the 72 sites at least once each semester. This requires the use of two costumes. Volunteers who become *Oliver* are trained to ensure that they portray his character appropriately. *Oliver Eatwell* is never tired or dreary. He is a friendly bird who loves children and especially likes to see them eat a nutritious breakfast at school.

In addition to a heavy schedule of breakfast appearances, *Oliver* has appeared at community events and on local television programs, spreading the word about eating a healthy breakfast at school. Originally called *Breakfast Bird*, *Oliver* was named by a student in a district–wide contest that was covered on local television.

Oliver is not alone in his promotion of school breakfast. School food service personnel wear blue aprons sporting his picture and develop special promotional activities to lure more students into breakfast at school.

In 1988, Oklahoma City breakfast participation was only 15.7 percent of average daily attendance; by 1992, it had increased to 33.7 percent, more than doubling in only 5 years. During this period, lunch participation went from 61.7 percent to 72.6 percent, proving that the Oklahoma City Public Schools are on the right track.

Program Size: ADP–24,500
Contact: Sue Mitchell, Administrator
Oklahoma City Public Schools
2500 N.E. 30
Oklahoma City, OK 73121
Phone: (405) 425-4502

Marketing/Increasing Participation

School District of Jefferson

For efforts to improve student interest and participation through creative planning of special events and activities that enhance the National School Lunch Program.

Midwest Region

In the School District of Jefferson, participation in the lunch program increased by 26 percent from 1988 to 1991. This accomplishment was largely the result of the hard work and dedication of Mr. Armando Martinez, the Food Service Director for the School District of Jefferson, and his food service staff. A combination of special events and activities held throughout the school year has increased student interest and enhanced the lunch program.

Special holiday meals are prepared for Christmas, Easter and Thanksgiving, featuring whole turkeys carved and served by the principals. Other events such as School Lunch Heart Week, Dairy Days and National Nutrition Month are also celebrated. For the School Lunch Heart Week celebration, menu items low in cholesterol are featured. Student participation is always encouraged, especially during these planned events.

To increase interest in the program at the high school level, a Principal's Cabinet has been formed. Students, teachers and staff hold monthly meetings and have direct input in the food service program. Ideas such as a "fast line," that offers students choices such as pizza, four types of sandwiches, and chef salads, have been added to the daily menu selection as a result of this cabinet.

The School District of Jefferson, with the enthusiasm of Mr. Martinez and his food service staff, has succeeded at increasing student interest and participation in the School Lunch Program.

Program Size: Enrollment–1,686
Contact: Ms. Laura Peachey,
Business Manager
School District of Jefferson
206 South Taft Avenue
Jefferson, WI 53549
Phone: (414) 674-7040

Nutrition Education / Awareness

Nutrition Education/Awareness

Austin Independent School District

For implementing a comprehensive, system-wide nutrition education program that includes activities for administrators, teachers, food service personnel, and students.

Southwest Region

The Austin Independent School District (ISD) Food Service Department is a leader in promoting nutrition education and is committed to continual improvements and adjustments in menu planning and food preparation as new research is presented and the budget allows. The department constantly tries to better inform teachers and parents of the latest nutrition research and to encourage students to improve their diets.

Some of the district's nutrition education activities include: classroom presentations; development of *Nutritious Nibbles*, a bi-monthly newsletter for teachers, food service employees and school administrators; a nutrition audiovisual library for teachers; nutrition information on menu backs; nutrition education videos produced by the department entitled the *Nutrition Express;* a nutrition public service announcement called the *Health Connection*; and a speakers bureau for PTA, faculty, and local TV and radio shows.

In addition, the Austin ISD Food Service Department's Wellness Committee sponsored both the American Heart Association's *Culinary Hearts Kitchen* cooking course, to demonstrate the planning and preparation of attractive, tasty, heart-healthy meals, and the *Walk Across Texas* program, to encourage daily exercise. The Austin Food Service Department has attended and spoken at the school health promotion conference, *All Well*, and participates yearly in the statewide Texas School Health Promotion Workshop.

This multifaceted approach has helped the Austin ISD Food Service Department to have a positive impact on the nutrition knowledge and food habits of the entire school district.

Program Size: ADP–36,000
Contact: Marjorie Rhone, Food Service Director
Austin Independent School District
1111 West 6th Street
Austin, TX 78703-5399
Phone: (512) 499-1700

Nutrition Education/Awareness

June Carr

For consistently achieving high participation rates within the child nutrition programs by providing continuous guidance to students in the area of nutrition education.

Mid-Atlantic Region

Gilmer County School District is a very small rural district of approximately 1,100 full–time and 200 part–time students. They have one central seventh through twelfth grade secondary school and four small elementary schools, all of which have successful school lunch and breakfast programs.

The impact of the child nutrition programs is evidenced by the high participation rates of the students. Gilmer County Schools serve an average of 490 breakfasts and 1,000 lunches to students each day.

Food Service Director June Carr finds the most challenging aspects of her job are upholding nutritional integrity and maintaining student acceptance of the child nutrition program.

Ms. Carr has put together a strategy that she feels sustains integrity and acceptance of the food programs in her district. Her goals are to offer the school children an excellent child nutrition program; to promote the Dietary Guidelines for Americans; to encourage and educate the students, staff and public as to the benefits of participating in the child nutrition programs and to help them develop healthy choices in nutrition and fitness.

To accomplish these goals, Ms. Carr has developed a plan of action that includes enlisting the support of food service personnel; improving menus; sponsoring student involvement and promotions; recruiting Nutrition, Education and Training cadre instructors; increasing public awareness; enlisting parental support; and stimulating participation, growth and program excellence.

Program Size: Enrollment–1,300
Contact: June Carr, Food Service Director
Gilmer County School District
300 Pine Street
Glenville, WV 26351
Phone: (304) 462-7960

National Winner!

Nutrition Education/Awareness

Chandler Unified School District

For promoting positive health in elementary school children through the innovative "Heart–Healthy Lessons for Children" program.

Western Region

Believing that the prevention of disease and the promotion of positive health begin early in childhood, the Chandler Unified School District has been a pioneer in nutrition education for elementary school students. In cooperation with the Arizona Heart Institute and Foundation, Chandler has successfully implemented "Heart–Healthy Lessons for Children."

The program, developed as a pilot program in 1987, introduces students to the risk factors of heart disease in short, fun–filled lectures followed by the preparation and tasting of heart–healthy foods. Students learn about the heart and how it works, cholesterol and fats, high blood pressure and sodium, exercise, and smoking. After these lessons, students enjoy such heart–healthy snacks as tuna salad, pumpkin muffins, zucchini–corn–green chili, frozen fruit bars, and fruit salad.

Chandler's commitment to nutrition education, however, goes beyond the classroom. Each week, elementary student "reporters" take the nutrition message to the airwaves at the local TV studio. Students offer nutritional tidbits and recipes for *The Bod Squad: Nutrition Tips for Fun and Fitness*, which airs daily on the Chandler cable channel.

Chandler's innovative nutrition education programs have received local and national media attention. The "Heart–Healthy Lessons for Children" program has been so successful that the Arizona Heart Institute and Foundation has made it available nationwide.

Program Size: Enrollment–12,010
Contact: Jeanette Shipley, Food Service Director
Chandler Unified School District
1525 W. Frye Road
Chandler, AZ 85224
Phone: (602) 786-7000

Nutrition Education/Awareness

Chicopee Public Schools

For developing and implementing a program that stimulates nutrition education and awareness among the students and staff.

Northeast Region

The food service staff, under the direction of Joanne M. Lennon, developed a nutrition education promotion in 1992 targeting citrus foods and vitamin C. They involved students and staff at all levels, combining curriculum and food service. They were assisted by the State of Florida, Department of Citrus.

To break the midwinter blues, February 3–7 was declared Citrus Carnival Week. Breakfast and lunch menus included foods rich in vitamin C, such as sliced strawberries, grapefruit halves, orange "smiles," broccoli, and orange glazed chicken. The grapefruit was such a hit that it has been incorporated as a regular part of the breakfast menu.

Students eagerly took part in the event. A Florida Orange Beach Day was held at one school where students were encouraged to wear colorful tropical shirts. Not to be outdone, the cafeteria staff at another school created special costumes. One became a "bag of citrus fruit" using colored balloons, and another adorned her apron with artificial citrus fruits. Students transformed the cafeteria at a third school with a wall mural depicting a citrus grove, and advertised the promotion with a brilliant poster of citrus fruits. At another school, cafeteria staff created a Vitamin C tree with paper citrus fruits. Paper-maché oranges made by students brought Florida to Chicopee when the oranges were hung on a live tree in the cafeteria. Younger elementary students created citrus puppets with lunch bags, construction paper and a lot of imagination. High school students participated in a prize contest receiving an entry form with each vitamin C–laden lunch purchased.

The first quarterly Food Service Department newsletter focused on the importance of breakfast, revealed plans for Citrus Carnival Week and provided information on the benefits of vitamin C. The citrus promotion proved that lunch and learning can be fun.

Program Size: Enrollment–7,000
Contact: Joanne M. Lennon,
Director of School Cafeterias
Chicopee Public Schools
Food Service Department
180 Broadway
Chicopee, MA 01020
Phone: (413) 594-3453

Nutrition Education/Awareness

Columbia Public Schools

For excellence in promoting nutrition education and awareness in the National School Lunch Program.

Mountain Plains Region

Providing nutrition education and opportunities for students to make healthy food choices in the National School Lunch Program is a dual objective Columbia Public Schools enthusiastically pursues.

In 1973, Columbia started a nutrition education program as part of the School Food Service Department. Its five primary objectives were: 1) Supplying teachers with a monthly newsletter containing teacher information and student worksheets; 2) Supplying food service employees with nutrition information and posters to display in the cafeteria; 3) Providing nutrition lessons, upon request, to classroom teachers for students; 4) Providing parents with nutrition information through health fairs and PTA/PTO meetings and 5) Providing school nutrition information to the general public through the media.

Columbia expanded its program to integrate nutrition into the school curriculum and to add nutrition information opportunities to the staff development curriculum.

During 1992, classroom lessons and demonstrations were provided to 4,562 students at a cost of only $2,562. Teacher evaluation sheets indicated a need for more. Nutrition education lessons for grades K–6 were designed for each grade level.

Columbia Public Schools also chaired a group of representatives from the American Heart Association Cholesterol Coalition, the University of Missouri and the Missouri School Food Service Association that developed nutrition posters for junior high students. They were so successful that copies were also provided to elementary schools.

Columbia Public Schools leads in nutrition education and awareness and continues to strive for excellence.

Program Size: ADP–6,293
Contact: Sharon Gibson, Director of School Food Services
Columbia Public Schools
1818 West Worley Street
Columbia, MO 65203
Phone: (314) 886-2106

Nutrition Education/Awareness

Mansfield City Schools

For their significant contribution toward increasing nutrition awareness to students and parents through the National School Lunch Program.

Midwest Region

The cafeteria staff in the Mansfield City School District are actively involved in educating the students on the importance of good nutrition. Special activities and games are planned by the staff that promote nutritional awareness.

The food service staff created life-size puppets, known as the *Lunch Bunch*, to teach nutrition education classes. Food service workers dress as the *Lunch Bunch*, and portray a half-pint of milk, a banana, a carrot, an apple and a pea pod. These "puppets" visit classrooms and the lunchroom to inform students about good nutrition.

After learning about nutrition education in the classroom, students are asked to write their own menu for lunch. One student's menu per classroom is featured on the district menu. Prizes are awarded to the students whose menus are chosen.

Pamphlets containing National School Lunch and School Breakfast Program facts, developed by the food service department, are available for parents and teaching staff. Monthly nutritional tips are also included in the school newsletter, which is sent home to parents.

Throughout the school year, the staff sponsors special days that highlight the National School Lunch Program. A youth advisory committee has been involved with planning various activities with the food service staff.

The nutrition education efforts of the cafeteria staff in Mansfield City Schools have increased nutritional awareness among the students, parents and teachers.

Program Size: Enrollment–5,675
Contact: Ms. Jane Fortman, Food Service Manager
Mansfield City Schools
53 West Fourth Street
Mansfield, OH 44902
Phone: (419) 525-6416

Nutrition Education/Awareness

Memphis City Schools, Nutrition Services Division

For innovative and comprehensive practices in the area of Nutrition Education/Awareness.

Southeast Region

For the last several years, the Nutrition Services Division has aggressively addressed the issue of Nutrition Education/Awareness through its comprehensive Nutrition Education and Training (NET) program. Through contact with local agencies, such as the local health department, hospitals, and other organizations, the division has developed a unique program to teach students, school faculty and cafeteria personnel about nutrition and the benefits of a healthy diet. Special programs and activities including lectures, food samplings, nutrition health fairs and appearances by the nutrition mascot (Nutri–Duck) are ways in which the division focuses on healthy eating, smart grocery shopping, weight control, sports nutrition and peer teaching on nutrition.

For example, *Kids – Taking It To Heart* is a special project established in 1988 to address the educational and health issues related to inadequate nutrition for students in economically disadvantaged elementary schools. This "nutrition intervention" concept consists of teacher workshops, classroom activities, and nutrition–related field trips and worksheets.

The NET program has had great results. Annual cholesterol screenings of students age 6–12 taken at health fairs before and after classroom nutrition activities have shown significant improvement in students' cholesterol levels in the months following NET activities. Clearly, the division's unique and diverse NET program is having a strong and positive impact on the children of Memphis.

Program Size: ADP–98,448
Contact: Shirley R. Watkins
Memphis City Schools
2597 Avery Avenue, Room 120
Memphis, TN 38112
Phone: (901) 325-5550

School Breakfast Program Expansion

School Breakfast Program Expansion

Aldine Independent School District

For sustained increases in breakfast participation over a four year period while providing speedier breakfast service and allowing students more time to eat.

Southwest Region

Several years ago, Aldine Independent School District (ISD) had to face the challenge of providing breakfast to increasing numbers of students in a limited time period. As part of their on–going efforts to operate an excellent school food service program, Aldine ISD developed a fast service breakfast bar, the *Road Runner Breakfast—For Students on the Go!*

For the *Road Runner Breakfast*, a cafeteria table operates as a serving line. Students are offered a reimbursable breakfast daily consisting of a wrapped, fortified pastry, bagged toast, milk, and juice (milk and juice are on ice in drain pans). Bowl–pack cereal is offered on alternate days in place of the pastry. Sneeze guards aren't needed since only wrapped products are used. Students file down both sides of the table and one cashier, at the end of the line, collects meal cards and checks trays.

Prior to initiating the program, extensive advertising alerted students to its coming. Year–long breakfast promotional efforts include nutrition education, cafeteria decorations, breakfast menus, and breakfast promotional "freebies" for students.

Between SY 1988–89 and SY 1990–91, total breakfasts served in Aldine ISD increased from 1,249,924 to 1,520,487, an increase of 22 percent. The figure for total breakfasts served for SY 1991–92 was not yet available at the time of submission, but year–to–date figures reflected an increase of 11 percent over 1990–91.

Program Size: ADP–23,116
Contact: Joyce Lyons, Executive Director of Food Services
Aldine Independent School District
14910 Aldine–Westfield Road
Houston, TX 77032
Phone: (713) 449-1011

School Breakfast Program Expansion

Banks County High School

For creating and successfully operating a "Fast Break" breakfast program designed for high school students.

Southeast Region

The School Breakfast Program (SBP) at Banks County High School turned from failure to success through a unique scheduling innovation. The SBP has been in place in all schools in Banks County since the 1970s. It was successful in all schools except the high school. In January 1991, average daily breakfast participation in the high school was only 46 children. At that point, costs per breakfast were $.637, with labor costs taking up $.145.

Since the SBP appeared unable to sustain itself, the manager was considering its termination when a student arrived one morning, at 10 a.m., asking whether anything was left over from the morning's breakfast. The manager learned that his family was in turmoil, and that he had not eaten since lunch the day before. The manager also learned that he was able to be out of class because high school students had a 7 minute break at 10 a.m.

The manager conceived a pick–up, hands–on *Fast Break* meal that would follow SBP requirements and could be served in 7 minutes. With upbeat advertising, support from the principal and health teacher, coverage by the local news, invitations to teachers, parents, and the community, and a free sample *Fast Break* for all students, the school initiated the campaign.

The results have been outstanding. The breakfast participation average has increased to 157 and is continuing to increase. Lunch participation has also increased. Breakfast costs have decreased to $.538 per meal, with labor costs only $.091. The SBP is now financially sound. Even an increase in breakfast prices did not result in any decrease in participation.

Program Size: ADP–505
Contact: Melissa Lyon Mabry
Banks County High School
P. O. Box 248
Homer, GA 30547
Phone: (706) 677-2224

School Breakfast Program Expansion

Converse County School District #1

For excellence in promoting
expansion in the
National School Breakfast Program.

Mountain Plains Region

Converse County School District #1 began a breakfast program in fall 1991. The first day, not one student participated. After an all-out campaign to promote breakfast, participation grew to more than 300 breakfasts a day. Promotional activities included:

• Radio spots emphasizing the importance of breakfast, encouraging parents to view schools as a partner, providing breakfast when it is inconvenient to prepare it at home.

• Parent notices providing price, serving times and locations, and fluorescent flyers in schools that increased student awareness.

• An introductory breakfast for student–leader groups, and breakfast served free to all high school students on homecoming day.

• *Grab–And–Go* breakfasts that helped increase high school participation by 300 percent.

• Breakfast jingles, written and recorded by the high school choir, used district-wide in schools and on local radio.

• Advertising and brochures informing students and parents that all breakfast items are made "from scratch."

• Coffee and fresh cinnamon rolls during fall parent–teacher conferences, accompanied by brochures about breakfast.

Promotional costs were minimal, with success largely due to the creativity and commitment of food service staff. Converse County School District #1 anticipates increased participation next school year, since most students will begin the year knowing the benefits of school breakfast.

Program Size: ADP–1,303
Contact: Judy Rossmeisl, Director of Food Services
Converse County School District #1
615 Hamilton
Douglas, WY 82633
Phone: (307) 358-4158

School Breakfast Program Expansion

Gadsden Elementary School District

For outstanding efforts to promote the School Breakfast Program in the community and to increase breakfast participation at school.

Western Region

In the fall of 1990, Gadsden Elementary School District implemented the School Breakfast Program in its two schools for the first time with the help of a Federal start-up grant. Since then, the district has been committed to increasing participation and reaching as many needy students as possible.

The district has waged a successful grass roots campaign within the community to advertise the program: posters promoting the program hang in the post office, the library and many stores; the breakfast menu is broadcast each morning on the local radio station; menus for the week appear in the newspaper each Sunday; and the food service director speaks at PTO and migrant parents meetings. At school, teachers and bus monitors encourage students to eat breakfast before going to class. Kindergarten teachers take their classes to breakfast as a whole.

These efforts have successfully encouraged over 55 percent of the district's students to eat breakfast at school. The district's absence rate has decreased from 6.1 percent to 4.2 percent, tardiness has been cut in half, and teachers report increased student attentiveness and enthusiasm in the classroom.

Program Size: Enrollment–1,475
Contact: Delia Gradias, Food Service Director
Gadsden Elementary District
P.O. Box 128
Gadsden, AZ 85336
Phone: (602) 627-2239

School Breakfast Program Expansion

S. Ellen Jones Elementary School

For successfully promoting the School Breakfast Program through innovative ideas that increase student participation and encourage parental and faculty support.

Midwest Region

At the beginning of 1992, the cafeteria manager, Ms. Vera Pierson, recognized the need to improve declining participation in the School Breakfast Program at her school. To continue operating a successful breakfast program, she needed at least 60 students to participate each day.

To increase parent and student awareness of the program, Ms. Pierson decided to publish the breakfast menu in the parent's newsletter and announce the next day's menu in the classrooms each afternoon. Cafeteria staff also felt it was important to learn the names of all the students and greet them each morning at breakfast.

In order to improve student's attitudes about the cafeteria, Ms. Pierson declared that washing tables in the lunchroom was an honor reserved for the most responsible students. Previously this had always been used as a punishment. Ms. Pierson suddenly had many volunteers for this job.

During an important week of State scholastic achievement testing, Ms. Pierson worked with the faculty to make sure that students were well nourished. Teachers joined their students each morning for breakfast.

Breakfast items are not prepared in the school kitchen, but Ms. Pierson responds to the students' requests by adding special touches to the prepared foods. For example, she adds raisins to oatmeal, cinnamon sugar to toast and jelly to biscuits.

The efforts of Ms. Pierson and her staff have proven successful. Breakfast participation increased from an average of 60 students in August 1991, to 157 in March 1992. Parents, grandparents, students and teachers are excited by the impact Ms. Pierson and her staff have had on the breakfast program.

Program Size: Enrollment–375
Contact: Ms. Sally Spero, Food Service Director
S. Ellen Jones Elementary School
600 E. 11th Street
New Albany, IN 47150
Phone: (812) 949-4248

School Breakfast Program Expansion

Owego Elementary Cafeteria Staff

For creativity and imagination in promoting the School Breakfast Program.

Northeast Region

When the cafeteria at Owego Elementary School was converted to classrooms, five cafeteria personnel put their imaginations to work. The problem was classroom feeding. Their solution was a school version of a take out *Breakfast in a Bag*.

Combining nurturing with nutrition, students are warmly greeted upon their arrival in the cafeteria. Designer bags with special surprise treats contain such delicious breakfast offerings as ham and cheese on an English muffin, granola or a freshly baked muffin. Cafeteria staff efforts have been rewarded with an average daily breakfast participation of 195, an increase of 42 percent from when the breakfast program began in 1988.

In collaboration with teachers, the cafeteria staff coordinate holiday celebrations, special themes and reading units so that a true integration of nutrition and learning takes place.

Program Size: Enrollment–734
Contact: Betsey Bacelli, Food Service Director
Owego Elementary School
George Street
Owego, NY 13827
Phone: (607) 687-6284

National Winner!

School Breakfast Program Expansion

School District of Philadelphia

For commitment and dedication to increasing participation and for significant improvement of the School Breakfast Program districtwide.

Mid-Atlantic Region

Since 1988 the district has expanded its program from 180 to 243 of its 260 sites. Excluding 20 sites added under breakfast start-up grant funds provided by the USDA, the gain since 1988 has been 43 sites, an increase of 24 percent. Daily breakfast participation today averages 20,500 students versus 12,500 in 1988. Excluding start-up grant sites, daily participation of 19,500 students reflects a 56 percent increase over 1988.

Three goals were set for expanding the breakfast program: 1) Re-evaluate and expand the present menu; 2) Open as many new programs as possible; and 3) Increase student participation in schools that have an existing program.

The Food Services Division took an aggressive approach in addressing each of these goals. The results prove that creativity, perseverance and communication contribute to success.

When re-evaluating the menu it was determined that there should be both hot and cold service available. Hot items included french toast sticks, pancakes, waffles and various egg sandwiches. Cold menus were also expanded to include fruit turnovers and vitamin packed pastries—items that could also be served hot.

Communication and education were used as well. Meetings with faculty and parents stressed that children who are hungry cannot learn.

To increase participation in schools that have an existing program, internal promotions and advertising were used. Giveaway themes and community involvement were also valuable.

Innovative approaches, dedication and commitment have resulted in major participation increases in Philadelphia's breakfast program.

Program Size: Enrollment–196,000
Contact: Thomas E McGlinchy, Director
School District of Philadelphia
John F. Kennedy Center
734 Schuylkill Avenue
Philadelphia, PA 19146-2397
Phone: (215) 875-3700

Notes